

**A Review of Administrators' Role in Strategic Planning to Improve Staffs, Practice in University Libraries (ULs) of Sari Province**

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**Abstract:** *The study aims to review library administrators' role in strategic planning to improve staffs' practice in Sari universities. It is a descriptive-survey study. The statistical population includes 41 library administrators and staff in Sari province but 35 subjects responded to the questionnaire used to gather the data. The data indicate that there is a significant relationship between administrators' strategic planning and staffs' job satisfaction increase, organization a commitment, working conscience increase, job motivation, and communicational productivity and skill.*

**Keywords:** *Strategic planning, job satisfaction, organization commitment, working conscience, job motivation, communicational productivity and skills.*

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## **Introduction**

Today, in the word with numerous changes, severe competition and uncertainty can be seen. Organizational systems need to employ prospective and environmentalist planning to succeed in competitive field. They also need to realize long-term environmental factors and changes to figure out their effects on organizations and the interaction way of the organization with them. This is a strategic planning that is able to recognize opportunities, environmental threats, strengths and weaknesses through probing exterior environment of the inner organization and to set long-term goals for the organization considering organizations' missions. This type of planning is to select strategies to achieve the goals, use current opportunities optimally and avoid threats with regard to strengths and weaknesses, therefore, the organization will be successful in competitive fields.

The most prominent feature of developed countries is to need management knowledge as a remarkable necessity of stable development at organizational/individual aspects. Thus, management is an important factor for an organization growth or death. Strategy is a comprehensive, integrated, and profitable plan formulated to compete environmental factors inside an organization that is performed appropriately by the organization to achieve primary goals. This coordinated plan may connect various departments of an organization to each other and unify them to maximally benefit from the organizations' current resources (Mohhebbali, 2000, p.9)

Management consists of different processes and activities. Fayol finds planning, direction, organization, control, and coordination the most important activities. Scientists suggest other functions for management but in all theories of management and the categories relevant to managerial practices; they particularly focus on planning which is considered the first component in any new situation. Thus, planning will be a manager's most important and leading function. Organizations, on the other hand, are unable to survive with lack of accurate planning. Planning is just not for an individual or organization. People, groups, and organizations possessing goals need planning. Libraries and information centers as management departments for recorded knowledge in organizations making information accessible need planning to improve current position and achieve desirable status. The question is that "Could strategic planning assist administrators' practice in libraries and information centers to acquire eligible state in such a turbulent world?"

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## **Research Goals**

The main goal of the research is to review administrators' strategic planning function to improve libraries staff's practice in Sari universities.

## **Hypotheses**

- 1- There is a significant relationship between administrators' strategic planning and staff's productivity improvement.
- 2- There is a significant relationship between administrators' strategic planning and staff's job satisfaction.
- 3- There is a significant relationship between administrators' strategic planning and staff's organizational commitment.
- 4- There is a significant relationship between administrators' strategic planning and staff's working conscience.
- 5- There is a significant relationship between administrators' strategic planning and staff's job motivation.
- 6- There is a significant relationship between administrators' strategic planning and staff's communicative skills.

## **Word Definitions and Concepts**

### **Strategic Management**

It is the knowledge and art of developing, manipulating, and evaluating multiple functional decisions making an organization able to achieve its long-term goals. As it can be seen, strategic planning emphasizes several factors to acquire organizational success such as coordinating management, marketing, financial affairs, production, research and development, and digital information systems (Atefi, 2005, P.8).

### **Strategic Planning**

It is a type of long – term planning that views an organization as a whole. As Strategic planning, administrators are making efforts to achieve organizational ideals or long –term goals often lasting 3-5 years. Thus, administrators determine what decisions to make to be prosperous in 3-5 years (Atefi, 2005, P.8). The operational definition of the phrase could be reviewed by a researcher–made questionnaire consisting of 34 questions in which questions 30- 34 are tested.

### **Productivity**

Productivity is equal to dividing output into one of production factors. In other word, it is a labor's per capita production indicating how much goods/service a labor produces on average (Rezqishahroudi, 2006, p, 9). The operational definition of the word could be reviewed by a researcher- made questionnaire consisting of 34 questions in which questions 25-29 are tested.

### **Working Conscience**

It is desirable consent and practical requirement to specified functions for an individual (Bakhtiarizadeh, 1998, p.7).The operational definition of the phrase could be reviewed by a researcher–made questionnaire consisting of 34 questions in which questions10-14 are tested.

### **Organizational Commitment**

It is sense of responsibility and particular passion to a specific career (Najafi, 2005, p, 6).The operational definition of the phrase could be reviewed by researcher–made questionnaire consisting of 34 questions in which questions 5-9 are tested.

### **Job Satisfaction**

It is the degree of emotions and positive attitudes to careers expressed by people (Zakizadeg, Tabari, 2004, p,7). The operational definition of the phrase could be reviewed by a researcher–made questionnaire consisting of 34 questions in which questions 1-4 are tested.

## **Job Motivation**

It is social people's passion for working (Tajri, 2006, p,12). The operational definition of the phrase could be reviewed by a researcher-made questionnaire consisting of 34 questions in which questions 20-24 are tested.

## **Research Background**

Looking over studied researches of Iran and other countries about the present topic indicates that no research is completely similar to this paper. Thus, the researcher would be attempting to offer the summary of the most resembling performed studies of Iran and other countries.

## **Researches of Iran**

- 1- Zarehzadeh, Zahra (2002) in a study titled "Formulation of human resources development strategy" suggests the human resources role for formulating strategies and various phases of it. According to the study strategy formulation is classified as three separate divisions including; 1- employee-finding strategy, 2- development strategy, 3-service compensation. In addition, four other factors need to be considered such as 1- organization design, 2- organizational culture, 3- technology, 4- labor force.
- 2- Aghazadeh, Hashem, et al (2003) in a study "human resources development strategy, a path toward transcendence" describe concepts of human resources management and its importance, different aspects of human resources, its strategic function in organizations' success, strategy and strategic management, the concept of human resources strategic management, formulation process/types of human resources strategy models, organizational strategies and their functions, their relationship with one another, and other new topics . Finally some appropriate human resources strategies are suggested.
- 3- Qaderi, Tahar (2007) in a dissertation titled "strategic planning function to improve the staff of Mazandaran education organization" examines the topic. The studies show that there is a significant relationship between administrators' strategic planning and staff's satisfaction as well as between strategic planning and organizational commitment. Besides, a positive connection could be seen between strategic planning and job motivation.
- 4- Asquae, Mohamad (2011) in his dissertation examines "strategic planning effects on improving staff's performance of Semnan Education Organization". The studies indicate that job satisfaction, organizational commitment, and job motivation will be heightened by improving strategic planning representing a positive, direct, and above average, relationship as well as multiple meaningful correlations.

## **Overseas Researches**

- Haghobagho (2003) in a study titled "Appealing elite people and maintaining their loyalty and commitment to the organization" examines personnel policies of HP Inc. (Hulith, Pakard).He suggests an organization's practices to appeal talented and proper people, the concept of organizational commitment, human resources strategies in parallel with an organization's targets/values to develop and maintain staff's commitment including stabilization, preparation, and reinforcement. These three strategies of human resources management may ensure the company to absorb the best and keep them obligated. This requires job opportunities based on organization culture function and building an environment reflecting staff's views.
- Amy Lihmen (2003) in a study titled "A transcended environment to work" examines working conditions in an organization. The studies indicate that a proper working condition can decrease transferring costs of staff, their resistance to changes, and health care costs. On the other hand, this leads to quality productivity improvement, initiatives, increasing profitability, and customers' loyalty. The investment output of 100 leading corporations, compared with other companies, shows that the output of leading corporations with optimal organizational atmosphere is nearly 70% higher than other companies.

## **Research Method**

The method of the research is descriptive based on survey type with regard to the research topic, goals, and questions. The statistical population is the whole 41 library administrators and staff of Sari universities such as medicine Science University, Payam-e-Noor University, Agriculture Faculty, and Islamic Azad University. In order to small size of the population, all of them have been selected as a sample but 35 subjects responded to the questionnaire arranged under professors' visions and used for the dissertation titled "strategic planning function to

improve staff's performance of Mazandaran education organization". The reliability calculation was done with SPSS application and Cronbach's Alpha test with the average of 83 but for the present study it is 91.7 which is acceptable. The questionnaire includes 34 questions and 7 sections. Gathered data have been described by descriptive and inferential statistics divided into two sections. Individual traits of subjects will be evaluated in the first section. The whole current hypotheses will be tested with respect to the data type to realize the relationship between dependent/independent variables about accurately reviewing the relationship between administrators' strategic planning on productivity increase, job satisfaction, organizational commitment, working conscience, and staff's communicative skills. To measure hypotheses Pearson's correlation coefficient and data normality tests have been used.

## Research Findings

In this section, gathered data have been described with questionnaires based on descriptive/inferential statistics. This section consists of two parts. In the first part, descriptive statistics of respondents' personal features will be measured. In data analysis part, the whole current hypotheses will be tested considering the data type to assign the link between dependent/independent variables about studying the relationship between administrators' strategic planning to improve productivity, job satisfaction, organizational commitment, working conscience, job motivation, and increasing staff's communicative skills. To measure the hypotheses, the data normality and Pearson's correlation coefficient tests are used.

**Table (1): context variables description**

Demographic Features		Frequency	Percent
gender	Female	28	83.9
	male	7	16.1
age	20-30	7	19.9
	30-40	16	45.3
	40-50	10	28.7
	Above 50	2	6.1
Academic degree	Diploma	6	16
	Diploma of higher education	8	24
	B.A or B.S	17	48
	M.A or M.S	4	12
Seniority	Under 5	4	10.7
	6-10	12	33.9
	11-15	10	26.8
	16-20	4	10.7
	Above 21	5	16.1

As shown in the table, 28(83.9%) respondents are male having the most frequency while 7(16.1%) respondents are female with the least frequency. Subjects with B.A or B.S and M.A or M.S degrees show the most and least frequencies 4(12%) respectively. 16 (45.3%) respondents are 30-40 years old indicating the most frequency while 2(6.1%) respondents are over 50 years old indicating the least frequency. Finally, the most and least frequencies belong to 12(33.9%) subjects with 6-10 and 4(10.7%) respondents with under 5 years seniority respectively. The data related to variables normality test

**Table (2): Statistical analysis data related to normality**

Statistic	Kolmogorov		Shapiro	
	df	Sig.	df	Sig.
Studied variables normality test	33	0.231	33	0.143

Interpretation: The significance level of table 4.2 shows that the studied variables are above 0.05 of normal type, thus, parametric tests will be used.

**Research Hypotheses Testin**

H1: " There is a significant relationship between administrators' strategic planning and staff's productively improvement".

**Table (3): statistical analysis data related to H2**

Static variables	N	Calculated r	df	Critical table r	$\alpha$
H1	35	0.48	33	0.32	1%

Interpretation: As the calculated r ( $r_{cal}=0.48$ ) is at confidence level 99% ( $\alpha=1\%$ ) and the freedom degree (33) is bigger than the critical table ( $r_{ct}= 0.32$ ), H0 and H1 will be rejected and confirmed respectively. It could be stated, therefore, there is a significant relationship between administrators' strategic planning and staff's productivity improvement of Sari libraries, that is, advancing administrators' strategic planning may help staff's productivity rate increase.

H2:" There is a significant relationship between administrators' strategic planning and staff's job satisfaction improvement".

**Table (4): statistical analysis data related to H2.**

Static variables	N	Calculated r	df	Critical table r	$\alpha$
H2	35	0.41	33	0.32	1%

Interpretation: As the calculated r ( $r_{cal}=0.41$ ) is at confidence level 99% ( $\alpha=1\%$ ) and the freedom degree (33) is bigger than the critical table ( $r_{ct}= 0.32$ ), H0 and H1 will be rejected and confirmed respectively. It could be stated, therefore, there is a significant relationship between administrators' strategic planning and staff's job satisfaction improvement of Sari libraries, that is, advancing administrators' strategic planning may help staff' s job satisfaction rate increase.

H3:" There is a significant relationship between administrators' strategic planning and staff's organizational commitment improvement".

**Table (5): statistical analysis data related to H3.**

Static variables	N	Calculated r	df	Critical table r	$\alpha$
H3	35	0.43	33	0.32	1%

Interpretation: As the calculated r ( $r_{cal}=0.43$ ) is at confidence level 99% ( $\alpha=1\%$ ) and the freedom degree (33) is bigger than the critical table ( $r_{ct}= 0.32$ ), H0 and H1 will be rejected and confirmed respectively. It could be stated, therefore, there is a significant relationship between administrators' strategic planning and staff's organizational commitment improvement of Sari libraries, that is, advancing administrators' strategic planning may help staff's organizational commitment rate increase.

H4:"There is a significant relationship between administrators' strategic planning and staff's working conscience".

**Table (6): statistical analysis data related to H4**

Static variables	N	Calculated r	df	Critical table r	$\alpha$
H4	35	0.40	33	0.32	1%

Interpretation: As the calculated  $r$  ( $r_{cal}=0.40$ ) is at confidence level 99% ( $\alpha=1\%$ ) and the freedom degree (33) is bigger than the critical table ( $r_{ct}= 0.32$ ),  $H_0$  and  $H_1$  will be rejected and confirmed respectively. It could be stated, therefore, there is a significant relationship between administrators' strategic planning and staff's working conscience of Sari libraries, that is, advancing administrators' strategic planning may help staff's working conscience rate increase.

H5: "There is a significant relationship between administrators' strategic planning and staff's job motivation".

**Table (7): statistical analysis data related to H5**

Static variables	N	Calculated r	df	Critical table r	$\alpha$
H5	35	0.42	33	0.32	1%

Interpretation: As the calculated  $r$  ( $r_{cal}=0.42$ ) is at confidence level 99% ( $\alpha=1\%$ ) and the freedom degree (33) is bigger than the critical table ( $r_{ct}= 0.32$ ),  $H_0$  and  $H_1$  will be rejected and confirmed respectively. It could be stated, therefore, there is a significant relationship between administrators' strategic planning and staff's job motivation improvement of Sari libraries, that is, advancing administrators' strategic planning may help staff's job motivation rate increase.

H6: "There is a significant relationship between administrators' strategic planning and staff's communicative skills improvement".

**Table (8): statistical analysis data related to H6**

Static variables	N	Calculated r	df	Critical table r	$\alpha$
H6	35	0.49	33	0.32	1%

Interpretation: As the calculated  $r$  ( $r_{cal}=0.49$ ) is at confidence level 99% ( $\alpha=1\%$ ) and the freedom degree (33) is bigger than the critical table ( $r_{ct}= 0.32$ ),  $H_0$  and  $H_1$  will be rejected and confirmed respectively. It could be stated, therefore, there is a significant relationship between administrators' strategic planning and staff's communicative skills improvement of Sari libraries, that is, advancing administrators' strategic planning may help staff's communicative skills rate increase.

## Conclusion

The data indicate that there is a significant relationship between administrators' strategic planning and staff's satisfaction improvement. The data are similar to the finding of Aquazadeh's study (2007) titled "Human resources development strategy a path toward transcendence". The other data upon the meaningful positive relationship between administrators' strategic planning and staff' job motivation improvement resemble Bagho's study (2003) "Elite personnel and maintaining their commitment and loyalty". The data on significant relationship between administrators' strategic planning and staff's organizational commitment improvement are also similar to Bagho's study (2003) "Best employees to maintain organizational commitment". Both Qadedi's findings (2007) and the data on a significant relationship between administrators' strategic planning and staff's working conscience are the same.

The data upon the relationship between administrators' strategic planning and staff's productivity improvement are in conformity with Asqae's study (2011). The data on the relationship between administrators' strategic planning and staff's communicative skills improvement are in conformity with Lihmen's study (2003) indicating that staff's emotions to their colleagues through friendship, care and support lead to creating intimate atmosphere for a transcendent environment and improving human resources communicative skills.

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